

**PART II**

**EXPLORING  
MANAGEMENT  
CAREER  
OPTIONS**

HIRE ME!

THANK YOU!

*Roy Wheeler*  
WWW.CARTOONWORKS.COM





**D**o you know what you really want to do? Do you understand the logical career progression in your career field? If so, you may only need to quickly review Part II. This section on career options is not for everyone. If your career decision is fairly well made, you may not need to read about the different options. If you have worked in a management capacity, this discussion may be a review of what you already know.

The material is most applicable for young, less experienced management aspirants and experienced people who have had no management training, work experience, or exposure to professional career alternatives. There are discussions of each of the basic functional fields and the position alternatives normally found in them.

This material is an integral part of the exploring process. The information is invariably discussed in job interviews. What do you see yourself doing in our organization? What are your advancement plans? How do your competencies relate to this job? All of these questions are common interview questions. Part II is designed to help you respond to these questions.

## SCOOPS

A career development plan presupposes that you add career information to your personal knowledge base. It is nearly impossible to make valid career decisions without a working knowledge about potential career options.

Several of the assessment test websites contain career information. Sometimes you will be led by the programs during your analysis of the test to selected career options. In other instances, you will just be given job titles to check out from other resources.

This exploration of career options is a very important aspect of your career planning activity. Once you feel that you have a clear understanding of your self-assessment, you must move to exploring your career options.

You must look at a long-term view of the career, not just at the job that is the entry-level opening into your field of interest. There also may be more than one career option that you may want to review. Each of these options will lead you to higher levels of opportunities. In most career fields, there is a progression of opportunities that you grow into as you gain experience. This is an important phase of your planning.

An acronym can sometimes keep you reminded of this process: **SCOOP**.

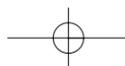
**Strategic:** looking ahead.

**Career:** the specific field of endeavor.

**Options:** consider multiple career fields.

**Opportunity:** options go beyond a single job.

**Planning:** consolidates your strategic options with your self-assessment.





Your career planning must look forward to a series of opportunities, perhaps three to five years, or longer, into the future. Few people remain in a single job for their entire careers. You probably want to progress (or maybe even move to new career fields).

You should not assume that you are ever locked into the career options that you select. In our society of constant change, every field is being impacted. It is very common for you to change your career thrust multiple times during your working life.

Sometimes, you may find yourself taking a step backward and restarting in a new career option. That is no longer a career killer. It is now the norm!

This is why an introduction of **SCOOP** is so important early on. You are working hard to get the "Scoop" on multiple career fields. **SCOOP** provides you options. Plan on recycling through **SCOOP** multiple times during your working life. Make **SCOOP** a normal activity. Don't wait until the "writing on the wall" makes a career choice obvious.

**SCOOP** is your career ally!

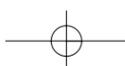
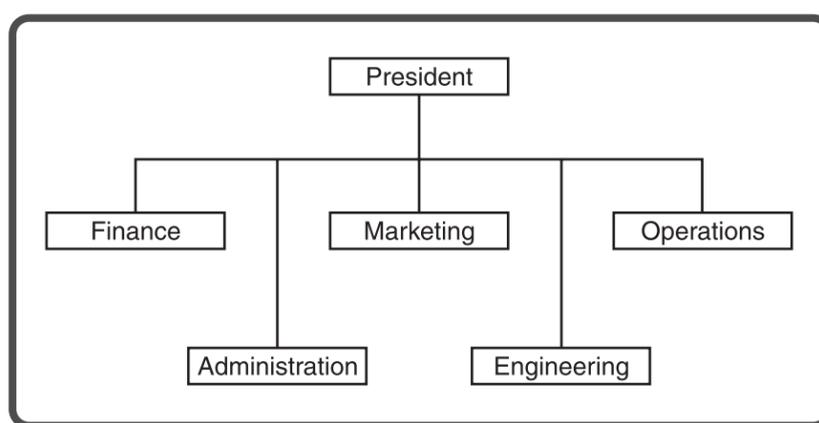
**SCOOP** is a constant learning activity about career options for someone with your competencies.

## Functional Focus

Six major work functions are found in the typical private enterprise organization: marketing, finance, manufacturing/service, engineering, research and development, and administration. The three central functions are marketing, finance, and operations (manufacturing). Within manufacturing, many firms include the engineering and research functions since they relate so closely to production operations.

These three functions dominate: creating the product or service (operations/ production), financing the product or service (accounting and finance), and distributing the production or service (marketing).

*Do you fit into  
marketing, finance,  
operations,  
engineering, or  
administration*





Regardless of the type of sector (government, education, or business), there are counterparts for these three functions in each sector.

People with direct authority for one of these functions have *line* management authority. People employed in activities which assist these principle functions hold *staff* management functions.

In general, line managers hold more power and authority and are paid more for comparable-level jobs than staff people. Experience in one or all of the line functions is normally required for advancement to executive status.

Most organizations' websites will provide additional detailed organizational structure. Surf to the sites of firms that interest you to see the specifics.

In some nonmanufacturing organizations (banking, insurance, retailing, hospitals, associations, government, etc.) the operations (production) function may be replaced by a purchasing (buying) function or service activity.

## Industry Focus

In most cases, your employment relates to one of the three basic functions regardless of the type of organization for which you work. Many times the function and the industry closely parallel each other. Your background may lend itself more to a given industry than to a given function.

*Investigate all of the career options for which you are qualified.*

Nonetheless, your *functional* interest is as much or more important than the *industry* in which you plan to work. For example, biology, chemistry, and zoology academic credentials relate very well to careers within the chemical, pharmaceutical, and health industries. Majors in English, journalism, and communications relate closely to publishing, printing, and advertising. Within the industries, however, people with those majors specialize in specific functional activities when they start to translate interests to real work assignments.

With the exception of a few specialized fields, such as accounting, engineering, and marketing, few academic backgrounds correlate perfectly with job-related assignments.

Individuals who insist on relating academic credentials directly to jobs miss the whole point of a broad-based education. Engineers do not always start or stay in the engineering function; many start in marketing and may even switch to other nonengineering fields later.

Regardless of your academic credentials, you should take a close look at all of the basic functions and try to place yourself in the most appropriate function. Relate your self-assessment to real-world assignments. You do not have to live forever in the narrow niche your academic credentials might at first glance dictate.





## International Careers

The globalization of the economic world has clearly impacted every career field and occupation. As you review and explore various options for yourself, you need to factor in, as appropriate, how this economic change is influencing that career area.

Some employers expect top management to have completed an international assignment at some point in their career. Although it is not always a requirement for top level positions, this exposure is career enhancing.

As you follow up, review career websites for your interest areas, and notice if you see this global impact. It rarely impacts all career fields and even specific employers in the same way, but you will notice the changes over time. Plan for these influences in your own decision making.

## Career Profiles

Your starting point is the preparation of career profiles—an analysis of careers in various functional areas within employing organizations.

Learn what is available. Relate various profiles to your background. Investigate industry settings as secondary, and more specific work environments. The more you can relate your background to specific jobs in specific industries, the greater are your chances for employment and an enjoyable career.

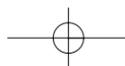
Various career profiles are described within each basic management function to give you some real-world information. It would be impossible to discuss every occupational profile or to give *complete* profiles in any single publication. To obtain depth of information, you must follow up your interest in a functional field, a specific position, and/or a specific industry with a vigorous research effort using many outside references.

The following websites will provide you much more detailed and specific information about each occupation, functional field, and/or related jobs. This idea is to read the Part II synopsis on each field and then follow up with your more detailed web research later as needed. The Web can be overwhelming. Part II is designed to offer a degree of focus first.

### **Careers in Business**

**[www.careers-in-business.com](http://www.careers-in-business.com)**

Careers in Business is designed to help you find a satisfying job in the business world, whether you're angling for a fast track investment banking job or a fulfilling non-profit career. This site brings you the latest scoop on various business career areas including jobs, salaries, what people are saying and entry requirements

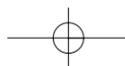


**WetFeet****www.wetfeet.com**

This site offers a wealth of entry-level job search information. A highlight of this site is an excellent Company Interviews section, which includes pertinent information regarding hiring opportunities (including qualifications requirements), compensation packages, corporate culture (including the advantages AND disadvantages), their recruiting process, what to expect in an interview, and much more. Also sign up for the free CareerWatch newsletter covering internships, the undergrad and MBA job market, salary, and industries such as financial services and consulting. And DONT MISS the spectacular "Insiders Guides."

**Vault****www.vault.com**

This site is packed with information. Go to the *Student Center* and you will find invaluable articles, insightful advice, AND a networking directory. Other offerings include sample resumes and cover letters for different industries, salary benchmarks, "a day in the life profiles," and relocation tools, as well as message boards that provide students with a forum to seek advice and discuss school life, summer internships, and recruiting. Use *VaultMatch* to post your resume and be contacted by potential employers, or search an extensive free job board that contains thousands of top job openings. Subscribe to targeted e-newsletters with breaking news and exclusive stories in various industries.





## CHAPTER

## 5

# MARKETING MANAGEMENT:

**Marketing Structure – Sales – Retail – Advertising**

**What can I do in marketing management?**

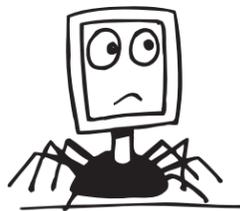
Marketing is the distribution of products or services from the source to the customer. No government, public enterprise, or private business can survive without effective distribution of goods or services to users and potential users.

Marketing invites consumers to sample a wide variety of products or services before they elect to devote resources to the purchase of them.

The customer exercises complete control. Competitive marketing provides a broad selection of goods and services at various levels of quality at the lowest possible prices. Everyone is a customer.

Millions of people in some way or another are involved in marketing every day. Although the concept is simple, its effect is immense and almost incomprehensible to people using other systems in other countries of the world.

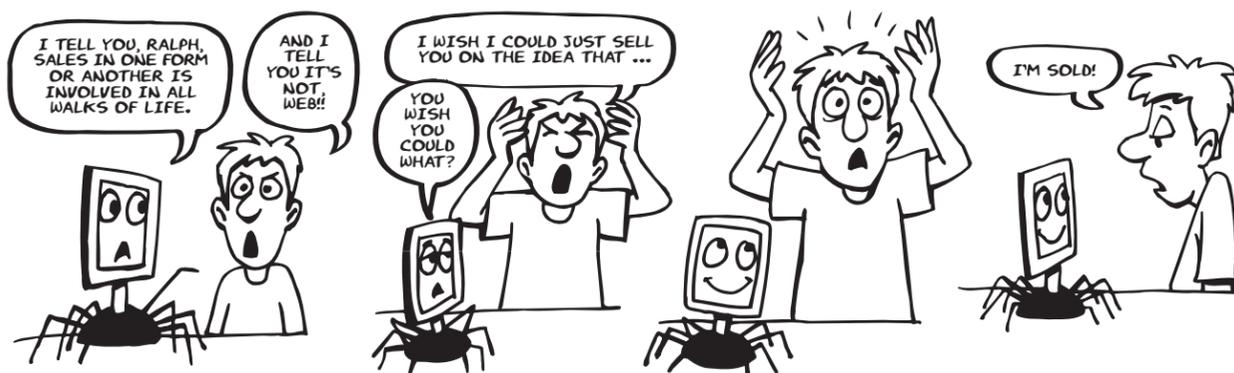
YOU KNOW ... I USED TO BE COMPLETELY SOLD ON MARKETING, BUT NOW I JUST DON'T BUY IT.



## Marketing Structures

The American marketing and distribution system is unique in its ability to serve the public. Anyone who travels outside the United States, quickly recognizes that other countries can manufacture equivalent products, but that these products seldom reach the masses and thus bring them the necessities and conveniences of life as well as in the United States.





The main difference is our distribution system that permits enormous savings through the economics of scale production.

The American marketing system is built upon the ideas, "Find a need and fill it," and "Do it better, faster, and cheaper than the other guy." And it must always be at a "better quality level." The product is just as likely to be a service as a manufactured product. Our competitive entrepreneurial spirit makes an enormous impact on our standard of living.

Marketing offers thousands of jobs to individuals with diverse backgrounds

**Significant Needs.** The marketing function in private enterprise needs millions of talented people with both technical knowledge and superior ability to communicate. An individual who can combine technical competence with quality communicative skills will find financial rewards in marketing, which are difficult to match in any other form of employment.

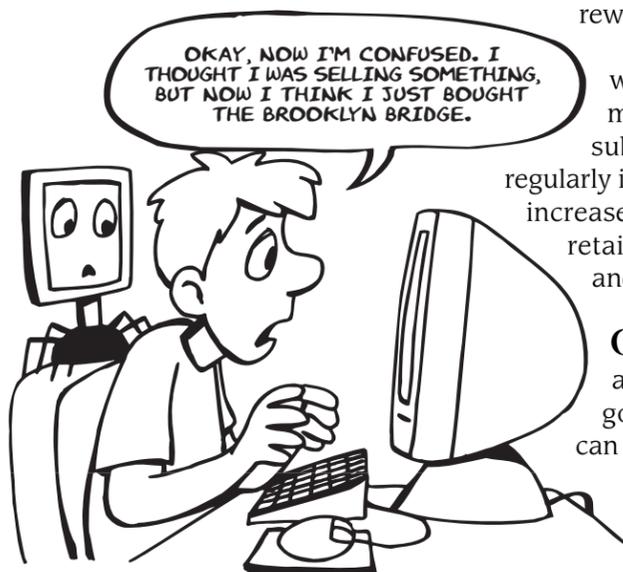
Marketing is often the shortest route to management responsibility and authority.

Regardless of whether you possess a technical or nontechnical background, marketing may be the right career for you. The distinct advantage for the person willing to work hard is that productivity is readily measurable and rewards directly follow performance.

In many other positions, keeping your salary up with inflation is a major goal. A successful person in marketing, however, beats the inflation syndrome by substantially outperforming the rate of inflation by regularly increasing sales. An employer has no option but to increase the marketing person's earnings substantially to retain him or her. Rewards are directly tied to results and job performance.

**Channels of Distribution.** Although there are hundreds of different channels of distribution for goods and services, for employment purposes you can look at two main avenues: wholesale and retail.

In the wholesale avenue the product or service is exchanged through a middle person, the wholesaler, who serves a broker role between the





manufacturer and the end user. The retail market is where the product is sold directly to the end user.

Before the establishment of thousands of retail stores, products and services were often literally sold "door to door" or by "word of mouth." Most of that personal selling has now been replaced by many types of retail stores where the customer finds the seller rather than vice versa.

There are still a few large pockets of personal selling in stock brokerage, insurance, personal services, etc. but for the most part store retailing has replaced personal selling.

A product, or parts of a product, may have changed hands many times before it is ultimately sold to the consumer. For example, an automobile radio is a combination of parts and subassemblies, which are manufactured by different firms and sold to the final assembler by various persons. In practice, the automobile firm may have purchased only three items (speaker, antenna, and tuner) and put them together into the package that the end user purchased; while the speaker manufacturer had to buy paper, magnets, steel, and wire to construct the speaker assembly.

Most products have a lengthy chain of purchases of subparts before they reach the consumer. Someone sold the manufacturer the raw materials. The

Thousands of people sell products/services in a business-to-business network without ever directly talking to the end consumer.



manufacturer shopped around for the lowest price for a given quality level just like a conscientious shopper would do at the supermarket. Sales people called on the manufacturer.

Raw materials are bought and sold. Partially finished components are bought and sold. Long before a product reaches the consumer, many transactions occur, and these transactions involve marketing people. This is part of a wholesale market.

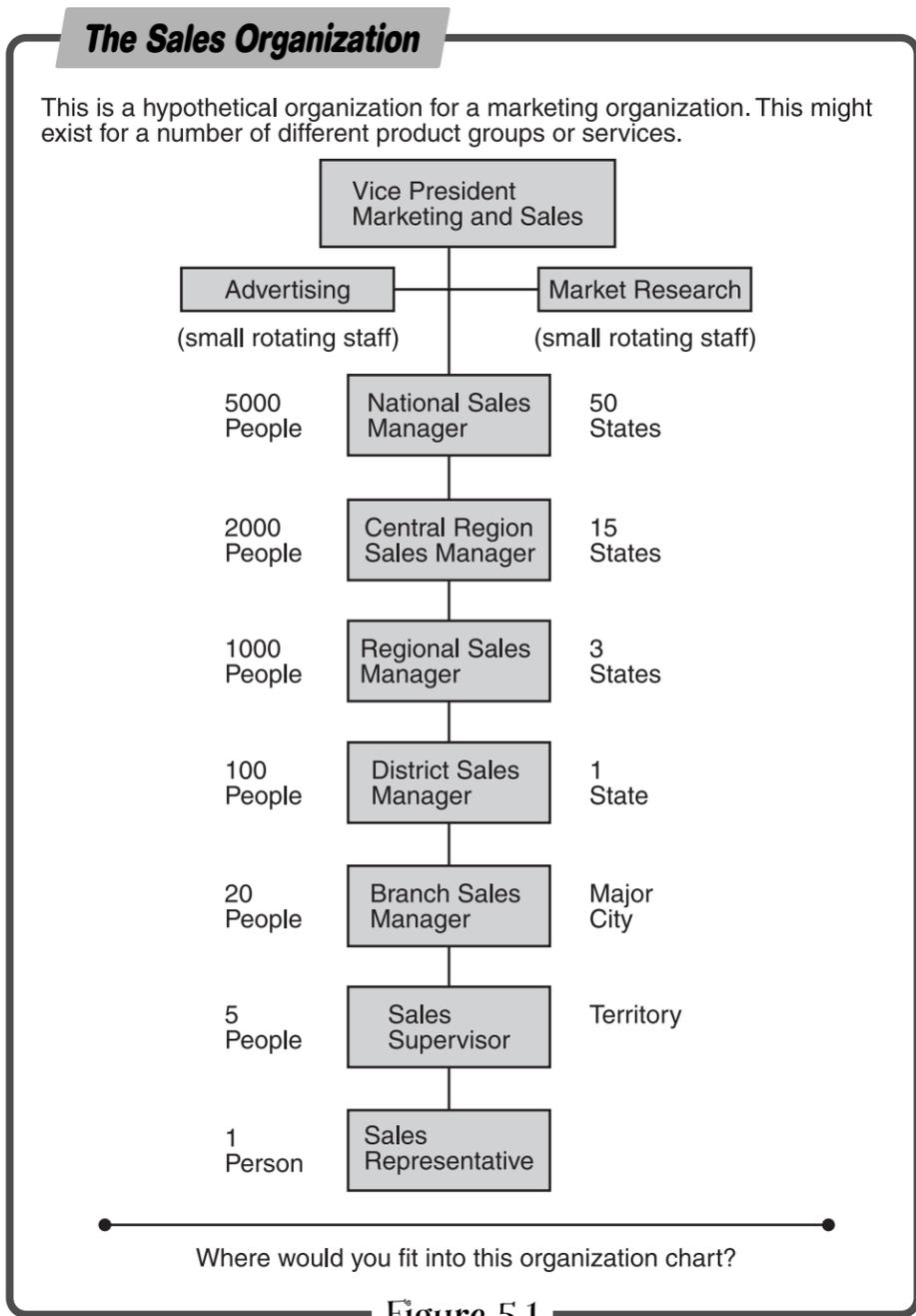


Figure 5.1



Another part of the wholesale market is the *middle* person for a finished good. Developing a marketing network is an expensive process. Many times a manufacturer prefers not to develop a network of salespeople because further investment in production is more profitable than an investment in the sales network. Most manufacturers prefer not to create retail outlets for a single product line.

There obviously is a need for someone to coordinate the purchases of thousands of small stores with thousands of manufacturers. This is the function of the middle person, often called a *manufacturer's representative*. The representative is not employed by the manufacturer but is an independent person buying at one price and selling at another or obtaining a commission for completing each transaction.

Brokers are everywhere. Farmers do not sell lettuce directly to retail supermarkets. Clothing manufacturers use middle people rather than sell directly to every small retail store. Manufacturers of copper wire sell to firms who make electric motors who sell to washing machine manufacturers who use a distributor network to sell to small and large retail appliance stores.

You may fit into this whole marketing and distribution network. There are products that only technically trained people can sell, such as jet engines; but there are also products such as fiberglass insulation that may only require limited technical training that is easily supplied by the manufacturer.

An overwhelming number of products require no technical expertise to sell.

Wherever there are sellers, there are also buyers; and you may also fit into that part of the channel as well. Retail stores, large and small, need sophisticated buyers who forecast what the consumer market wants and needs. Manufacturers need purchasing agents for raw materials and sub-assemblies. Governments need buyers for products and contract negotiators for services.

Millions of people work in this buying and selling arena at various levels. Even professional people like doctors, lawyers, and psychologists must sell their services. Mechanics, plumbers, and masons must develop a reputation to convince consumers that their personal services are needed.





As a consumer you have a choice of which products and services you want. Someone must sell you on going to a given store or calling a certain sales person.

Marketing is a wide-open career field with great potential for its entrants. If this is of interest to you, take a look at some specific opportunities available in the career profiles that follow.

## Sales Management

In nearly all business organizations, regardless of size, the major marketing assignment is that of sales representative. Before you can become a successful marketing executive, you must spend some time in sales work learning about the products or services, customer attitudes, and how to handle front-line, direct relationships with customers.

Few employers hire and promote people into higher-level marketing management positions without some experience in sales. Figure 5.1 gives the typical marketing organizational structure.

Individual company websites often display the sales organization structure.

**Organization.** The old hard-sell approach is dead. Buyers are sophisticated today and are searching for *value* in terms of price, quality, and service.

The fast-talking, back-slapping, flashy-dressing salesperson does not meet today's needs, and few such people will find employment in today's environment. Customers want solid information based upon facts, guarantees, and service commitments, not public relation gimmicks.

Marketing is not confined to business organizations. The consumer demands no less service and information from public employees (federal, state, and local) political leaders, churches, hospitals, and cultural institutions. All organizations must express their wishes in a direct, logical, and well-prepared way in both speaking and writing to their constituency.

**Selling.** The art of selling calls for person-to-person contact and problem-solving ability. This service-oriented activity requires skill, discipline, and analytic ability if it is to be competitive in our highly developed technologically based society.

Presidents, vice presidents, executives, professional people, partners, owners, directors, and all types of managers spend a great deal of their time in selling activities.

As you move into higher levels of responsibility in whatever career you choose, chances are that more and more of your time will be spent in some facet of the selling activity. Very few organizations can survive without the personal involvement of its leadership in the selling of products, services, or reputation of the organization.

Whether you are a teacher, engineer, dentist, scientist, or accountant, if your goal is to move into the highest levels of responsibility, you need to learn how to sell ideas, products, services, or abstract concepts. When you recognize that fact, the rest of the organizational structure begins to make sense.

In many respects, life consists of selling. People enjoy giving advice. They do it all the time.

*Selling is offering solutions to problems. You are a personal consultant to your client.*





**Titles.** Because the salesperson's job is so broad, many different job titles have emerged. Many of the titles relate to *specific industries* and others relate to certain *occupations* in a particular industry group. As you move up the promotion ladder, the assistant manager and manager titles get added.

The most commonly used titles are sales representative, marketing representative, marketing consultant, service representative, technical specialist, sales consultant, special agent, account executive, field engineer, and manufacturer's representative.

Many of these titles are also appended with the names of specific products, geographical regions, and divisions of the organization.

**Abstract of Duties.** Sales personnel, regardless of their levels of responsibility, are responsible for a wide range of specific duties. It is common for a salesperson to have the most *unstructured* job in the organization and most control over his or her use of time to complete an assignment.

Although it is neither all-inclusive nor descriptive of every salesperson's work, the following list of typical activities should give you a good idea of what a salesperson does.

Makes contact with customers . . . consultant . . . takes orders . . . serves as liaison between two parties . . . plans requirements . . . forecasts sales . . . problem solver . . . projects supply and demand . . . researches markets . . . introduces new products . . . assists with inventory and production control . . . arranges delivery dates and methods . . . services clients' needs . . . settles complaints . . . trains new employees . . . develops new customers . . . checks on competitors' activities . . . prepares sales reports . . . serves as representative at trade meetings . . . arranges, coordinates, and sets up trade shows . . . influences produce or service design and price . . . assists in preparation of promotional materials . . . coordinates advertising . . . arranges public relations activities . . . trains new employees . . . develops solutions . . . solves customer problems.

To the customer, the marketing representative is the organization. At all levels, the marketing representative is part of the management team. Many marketing management decisions must be made in the field.

#### **Personality/Product Match**

- Choose a product you believe in
- The product does not have to be in a "growth" field
- Know the product and possess the ability to learn it better
- Relate to the personality of your clients
- Be comfortable with your client's social status

Figure 5.2

**Requirements.** The requirements for entering the sales career field differ greatly by industry, product line, and specific employing organization, but some generalizations can be made.

Sales usually requires a college degree, but most organizations do not require a specific major. For some commercial and technical sales assignments, a master's degree may be required.



### Account Executive Personal Qualities

Do these personal attributes describe your competencies?

Strong ego  
 Persuasiveness  
 Independent drive  
 Self-starter  
 Patient listener  
 Belief in the products  
 Empathy with clients  
 Desire to find solutions  
 Accept rejection of product, not self  
 Helping others  
 Resilient attitude on peaks and valleys  
 Perseverance and challenge  
 Independent, minimal supervision  
 Positioning product power  
 Coping with uncertainty  
 Creative solutions

Would you have an interest in using these competencies in a marketing job?

Figure 5.3

*The most sought-after quality is the ability to think quickly and communicate solutions effectively. Hard-working, self-motivated people with assertive personalities do extremely well.*

Very few specify exact academic training, but there are assignments where certain majors and degrees are helpful. For example, a semi-conductor firm might prefer an electrical engineer for marketing the newest and latest technical products to a sophisticated manufacturer of products using electronic components.

Liberal arts majors also make excellent marketing representatives. Their analytical thought pattern and communicative skills are highly beneficial.

Most firms have elaborate training programs designed to teach the technical characteristics of the product or service to salespeople. Many firms require continuous training via seminars, correspondence study, and on-the-job training.

Conversely, some firms immediately place new hires out in the field to call on customers if they are sufficiently versed in sales techniques and product information. On-the-job training is common.

Sales positions require strong self-discipline because people often must set their own hours and work routines. The individual need not be the stereotyped extrovert, but an outgoing, mature, pleasant personality is extremely helpful.

The job requires some evidence of a helping nature because that is the essence of selling. Most firms desire excellent speaking ability. Strong skills are required in writing reports and promotional styles of writing.

At the entry level, prior work experience is rarely required, but most firms do seek prior selling and supervisory experience if the position is at a man-

ager or higher level of responsibility. Employers frequently consider extracurricular activities, civic responsibilities or prior part- or full-time work experience that shows leadership potential. Most firms look for the ability to solve problems, supervise others, and make decisions.

**Career Paths.** The top-level position is vice president of marketing or sales. Many of the larger firms have several vice presidents for product lines, geographical areas, and functional departments. The regional and national sales manager positions are usually classified as executive status. All employers have many middle- and upper middle-level managers in the sales area who are paid extremely handsomely.

Managers are responsible for product planning, promotional design, advertising strategy, and staff administration. Managers supervise other managers, clerical personnel, market researchers, marketing staff assistants, and sales representatives, and often control large geographical areas and/or multiple product lines.

Managers are responsible for budget preparation, financial control, and sales production of significant dollar amounts. They often sell to large accounts as well.

Representatives begin to assume management responsibilities after one to three years of experience. About 30 percent of top executives come from marketing backgrounds. Individuals on management tracks often spend one to three years in *staff* assignments in marketing research, product management, and advertising.

**Training.** Almost all firms offer extensive management development, sales management, and sales technique and strategy training programs. These programs vary in length from a few days to two years of now-and-then programming. The product line, industry, and level and type of training dictate the length of the various programs.

Most training involves classroom work, seminars, evening home study programs, and on-the-job training with highly experienced managers. As one progresses in the field of sales, he or she is called upon many times to develop and train subordinates, drawing upon materials provided by the firm, academic texts, and personal experiences.

The training programs orient the new salesperson to the organization's product and/or service characteristics and specifications. The programs deal with organization policy, personnel practices, and provide exposure to internal resources in terms of people and materials. The training introduces the new people to customers, important industry contacts, and key people in the sales management organization.



The incentive compensation and travel benefits make sales one of the most lucrative career options available.

**Earnings.** Earnings are usually expressed as a yearly salary that is paid in monthly installments. A sales representative often receives some attractive supplemental benefits such as an automobile and an expense account. Some firms pay a bonus at the end of the year based upon productivity during the preceding twelve months.

Earnings in sales can become very substantial in a very short period of time if you are especially productive.

It is not uncommon for a sales consultant to be earning significantly more than many of their managers due to incentive compensation.

After a few years, many firms will offer a commission or some other incentive plan that often increases earnings beyond that of much higher-level executives.

Although initial hiring earnings levels may not be as attractive as those in some technical fields within the same firm, a sales career can prove to be a faster track to substantial earnings later.

**Outlook.** No exact figures are available on number of people currently in the function, but it is well over a million people. Employment growth potential is one of the strongest.

Many openings are listed daily in almost every newspaper in every region of the nation. All manufacturers and service industries need qualified sales talent.

Nearly every industry and occupation group has a counterpart to the sales representative. The outlook is especially strong as many smaller employers upgrade positions. A degree is becoming essential for higher level talent.

The best sources of additional information are the *Occupational Outlook Handbook*, local libraries, employment brochures of major firms, job descriptions in classified ads, the World Wide Web, etc.

Sales is one of the best bets for liberal arts graduates hoping to make use of their communicative abilities. It is one of the highest-paying fields. The experience is directly applicable for individuals wishing to someday own businesses of their own.





*There will always be many jobs in sales. Your best security is your own ability.*

The drawback of some sales positions is that they often require extensive travel. Many sales representatives literally live on their expense accounts. The amount of travel required depends on the industry, type of product, and geographical territory to which the person is assigned. People located in major metropolitan areas may rarely need to travel overnight, while representatives in Nebraska may rarely be at home during the week.

Sales management is one of the largest and most attractive career fields for you to consider. Upward mobility is “wide open,” and earnings relate closely to your productivity. A good salesperson’s *job security* is enhanced by his or her ability to go just about anywhere in the United States and find employment readily, particularly with prior successful sales experience. Many dual-career couples consider this a most attractive field for one of the parties due to this career flexibility.

## Retail Management

*Many people prefer a job where the customer comes to them. They like to deal directly with the end user rather than middlemen.*

As lucrative and attractive as the sales area is to many people, there remains a strong aversion among others for the traveling, setting appointments, and talking with customers about product specifications.

Given the nontechnical outlook of many of these people, they realize that the marketing function best suits their background, but they prefer that customers come to them.

The prospecting and calling on people they don’t know do not seem to fit their basic dispositions. The field of retailing might be the ideal match for this group of people.

**Career Paths.** Most large department stores and the large national chain stores provide both entry-level programs for new entrants and hire experienced personnel for *management* positions. Many of the smaller retailers bring people into the business as assistant managers.

Retailing is a business that offers direct management responsibilities very rapidly. The scope of the early responsibility is probably unmatched in any other career field.

Retailing offers two distinct career paths: retail store management and merchandise buying. In day-to-day activities much of the distinction blurs, but in theory, these are two different functional areas of the business.

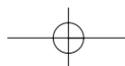
A third area is operations, which includes the more technically oriented careers of accounting, presentation engineering, distribution, data systems, personnel, display, advertising, labor relations, facility management, etc.

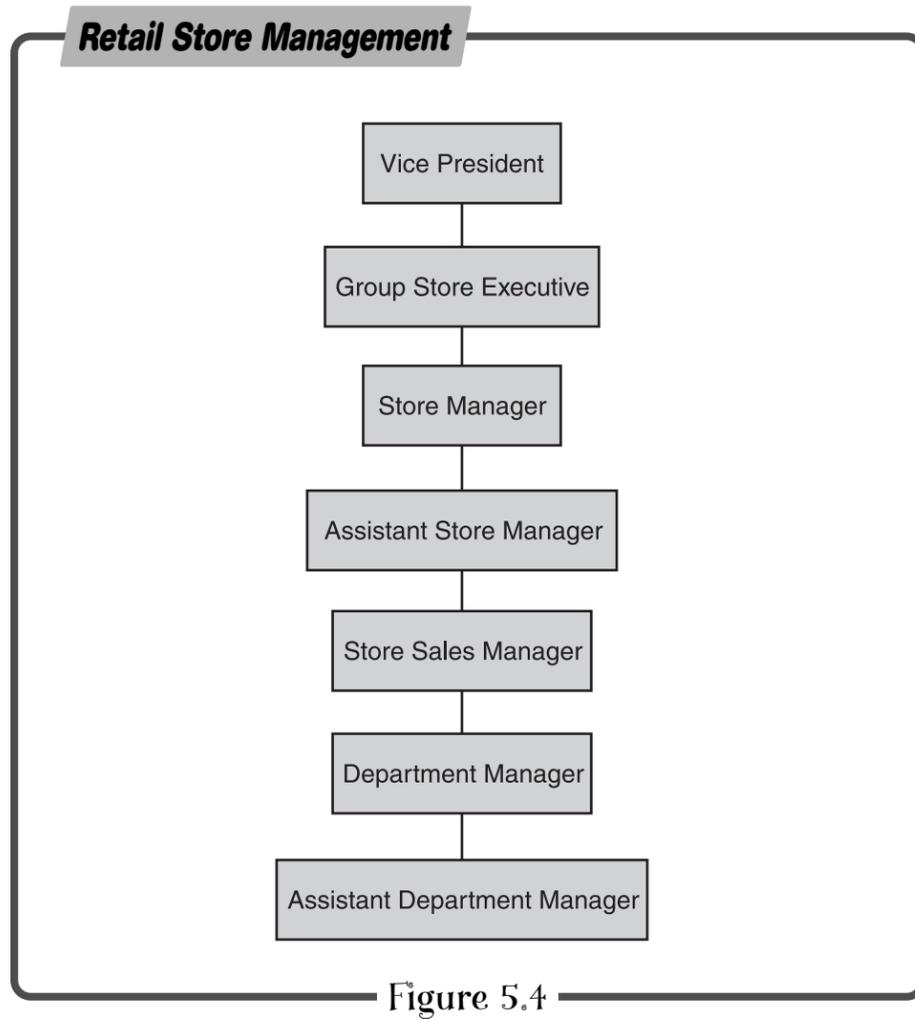
*Retailing offers one of the fastest entries into the management function. You are supervising people almost immediately.*

**Store Management.** The organization of store management depends largely upon the size of the retail organization. Large operations, like Sears, J.C. Penney, K-Mart, Walmart, Target, etc. have structured training programs whose career paths typically follow the management hierarchy.

You should visit the website of each of these retailers. Surf to careers or employment, and see the specific options open to you.

After a training program that orients new managers to basic policies and procedures, a person may be assigned as an assistant department manager and follow the promotional path shown in Figure 5.4.



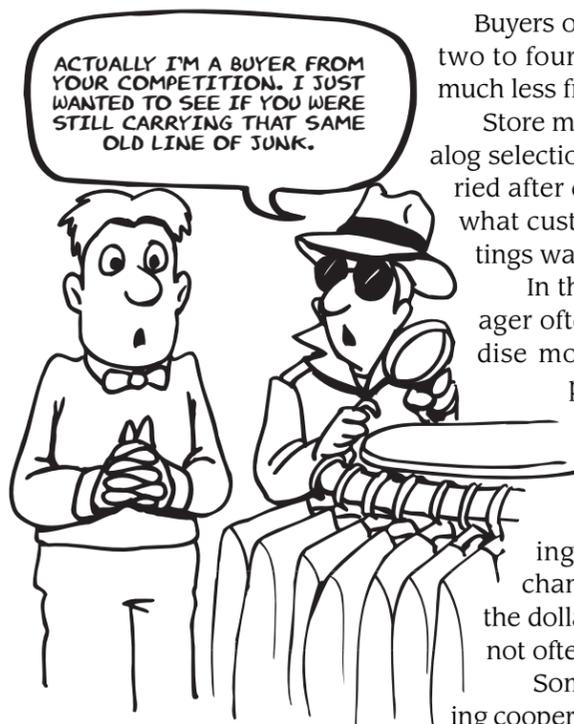


After becoming store managers, individuals can move between various sizes of stores or can be promoted to zone, regional, and corporate management positions and supervise several stores. Anywhere along the way, an individual can be selected for buying responsibilities.

**Buying.** Some people prefer to take the alternative career path of becoming a buyer who is more responsible for the selection, purchase, and promotion of the merchandise that the store carries. If a particular line does not sell, the buyer is the person held directly responsible.

Store management people supervise people and manage the physical facilities, whereas buyers manage the product mix, image, and product promotions.

Both buying and store management hold comparable positions, so earnings potentials are not usually a consideration in selecting which route to consider.



The key decision is the type of work you want to do.

It is not uncommon for you to become a buyer of several million dollars worth of goods in less than three to five years.

Buyers often travel a great deal and can be away from home for two to four weeks on major buying trips. Store managers travel much less frequently.

Store managers may do some buying in terms of reorder to catalog selection, but buyers usually select the merchandise to be carried after consultation with store and sales managers to identify what customers in particular geographical or demographic settings want.

In the large chains buying is centralized, so the store manager often orders from a central distribution center merchandise most appropriate for his or her store. If goods can be purchased better elsewhere, the manager often has the authority to use outside sources. The magnitude of buying responsibility for a large chain is immense. The pressure on the buyer can be intense.

Many regional department stores do their own buying, as do small specialty shops. Buyers purchase merchandise to fit their unique markets and images. Although the dollar amounts may seem staggering, the sums invested do not often approach those of the chain store buyers.

Some department stores associate together and form buying cooperatives in some basic lines to ensure lower cost and retail price competitiveness with the large chains.

The time it takes to move from entry to buyer and other management posts is not predictable. It varies by store policy, size of store, product classification, and individual track records.

Beware of promises made about the time required for upward mobility. Many external and uncontrollable factors such as the weather, the economy, and availability of merchandise influence performance.

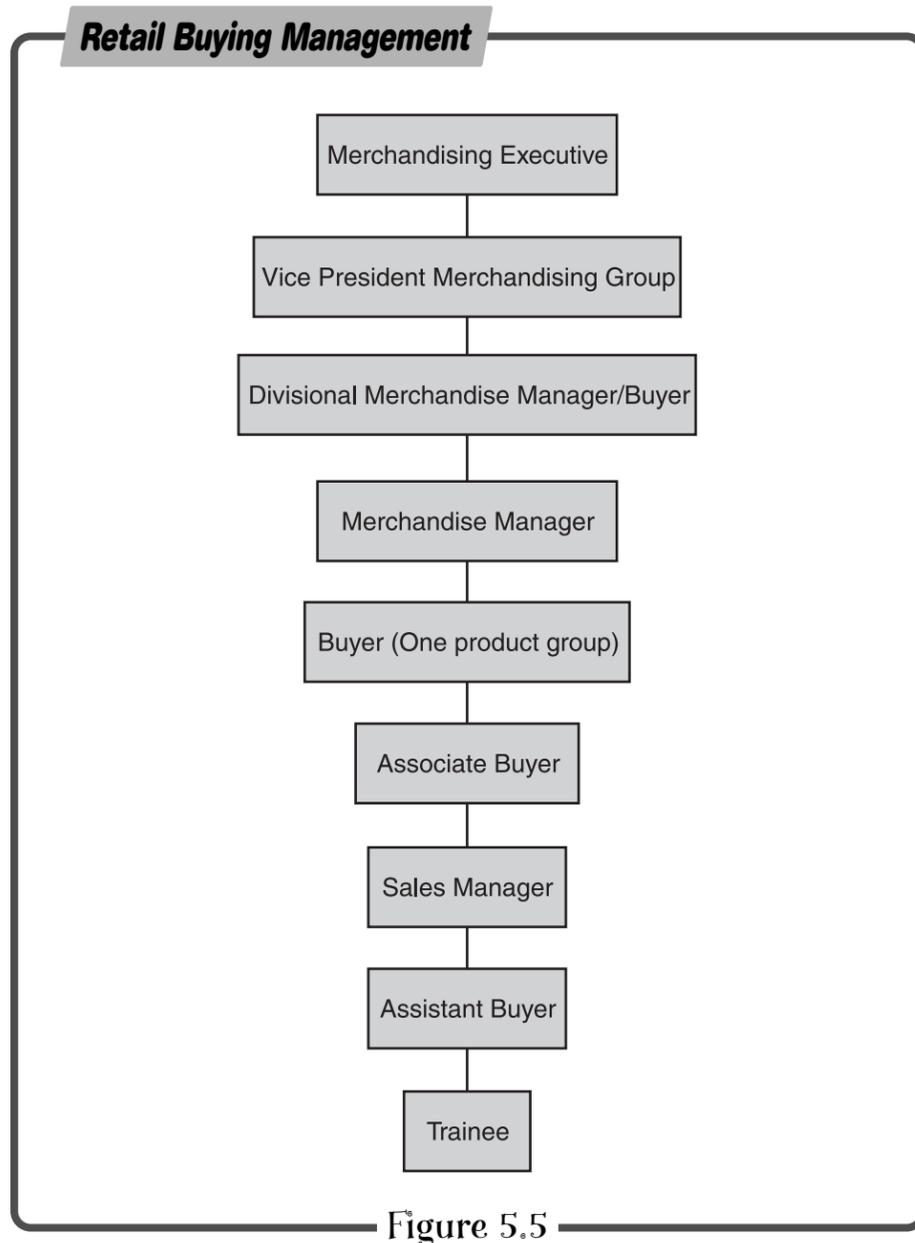
**Abstract of Duties.** Depending upon the store's policies, size, merchandise selection, and other variables, the distinctions between manager and buyer functions are often hard to recognize in actual practice. Listed below are some of the daily and periodic duties a retailer performs regardless of function.

Supervises sales workers . . . sells merchandise on floor . . . handles complaints . . . provides customer service . . . orders merchandise . . . meets with manufacturer's representatives . . . travels to buying markets . . . determines prices of merchandise . . . assists in advertising and promotional plans . . . analyzes market.

Prepares marketing and sales reports . . . manages and controls daily cash receipts . . . supervises inventory audits . . . trains sales workers . . . hires sales and clerical personnel . . . assists in advertising copy preparation . . . designs and supervises building of displays . . . shops competitors . . . operates as an independent profit center.

The smaller the organization is, the more likely are the functions to be intertwined. A family department store owner does everything from buying





goods overseas to selling merchandise on the selling floor. The variety of duties is so diverse that people in the profession often find it impossible to describe a typical day. Each day may be a whole new experience.

**Requirements.** People of all academic disciplines and degree levels and with a variety of prior work experiences work in retailing. In terms of academic background requirements, retailing is one of the most open fields.

The people-oriented nature of the business demands outgoing personality styles, high energy levels, drive, initiative, and independence. High levels



The most important criteria sought are leadership qualities, desire to interact with the general public, and strong ability to communicate verbally with people from all walks of life.

of responsibility must be accepted quickly, so employers look for these background qualities in prior academic, work, social, and civic endeavors.

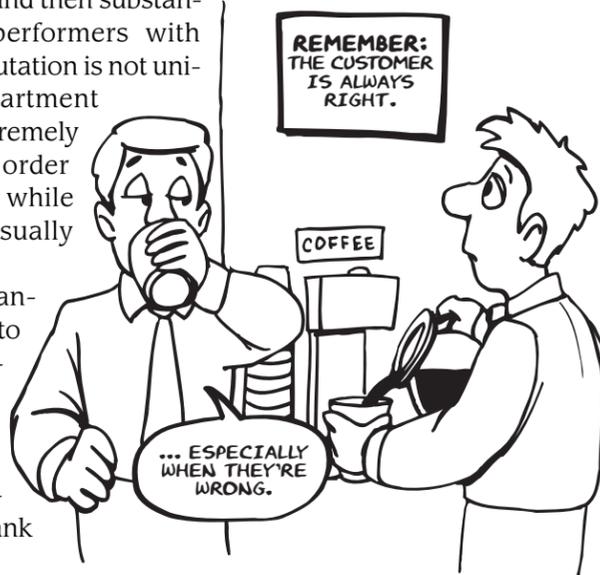
For some types of buying jobs, candidates need to have a flair for fashion, color coordination, fabric selection, and presentation methods (ala fashion stores), while for other types, persons may need more of a mechanical bent (ala an automobile center).

**Training.** The time spent as a management trainee varies from six to eighteen months depending upon policy and candidate performance. It normally takes three to six years to reach the buyer/store management level.

Training begins with seminars but quickly goes on-the-job supplemented with regular seminars. Usually the first performance review is after six months and then there are annual reviews and annual salary increases thereafter.

**Earnings.** Retailers have a reputation for starting with low pay and then substantially rewarding high performers with superior salaries. The reputation is not universally true. Large department stores and chains pay extremely competitive salaries in order to attract top students, while smaller retailers are usually slightly below average.

Buyers and store managers earn in the \$75,000 to \$150,000 range, depending upon performance, merchandise line, and gross sales. In several recent salary surveys, successful retail executives rank





near the top of industry-wide pay scales, which indicates substantial returns for high performers.

**Outlook.** There are thousands of retail stores ranging from small specialty shops to the national chains. The need for people varies greatly with the economy. Demand for people drops substantially in slow economies and is extremely strong in normal and superior climates.

Opportunities are usually available in most geographical locations. Retailing is a strong field for the non-technically trained college graduate, especially liberal arts majors.

Because the skill transfer is so easy from one store to another, many dual-career couples plan for one of the parties to go into retailing if the other's career may be enhanced by frequent job moves.

For graduates who enjoy meeting people but dislike calling on customers, retailing may be a good choice; responsibility and earnings come rapidly.

Retailing may be especially enticing to individuals with an entrepreneurial flair who want to start their own businesses after gaining experience and acquiring a savings base.

Most retailers require employees to work 40 hours per week normally, but during certain periods like Christmas the workweek is often longer. There is often pressure, some travel for buyers, and night and weekend hours, but the challenge and attractive pay tend to negate some of the drawbacks.

The business is fast-paced and action-oriented, which is why so many people right out of college enjoy starting their careers in retailing. Retailing can also be an attractive alternative for housewives returning to the labor market.

The number of jobs in retailing will always continue to be strong. The potential for high earnings after training is extremely high.

#### **Careers in Retailing**

**[www.careersinretailing.com](http://www.careersinretailing.com)**

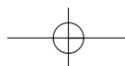
For many years, Careers in Retailing has informed college students about the career paths that are available in the retail industry. Discover career opportunities in management development, sales, marketing, operations and technology. Includes profiles of many of the leading retailers. Affiliated with magazine *Retailing Today*.

## **Advertising Agency**

Many organizations, both public and private, use advertising agencies to assist in the selling and promoting of products and services to potential customers. All but the very largest of the consumer goods companies use advertising agencies rather than in-house advertising organizations.

There are many reasons for this lack of "in-house" activity, but one of the foremost is the continual need for new sets of creative ideas, which can be inhibited by an in-house staff. The expense of maintaining a whole cadre of technical experts every few years is also a negative factor for most businesses.

Most organizations allocate percentages of their budgets for sending messages to given constituencies via various methods of communication. Ad agencies design these messages for delivery via media such as newspapers, magazines, brochures, radio, and television.



### Advertising Agency Organization

- Executive Staff
- Market Research (Statisticians, field interviews, research design)
- Media Selection (Space and time buyers for newsprint, radio, television, and other media)
- Creative (Copy and production)
- Account Management (Sales to clients)
- Services (Merchandising and public relations)
- Operations (Personnel, training, accounting)

Figure 5.6

Most opportunities in advertising are with agencies rather than with the large industrial firms and government units.

**Organization.** Advertising agencies deal with the media of newspapers, magazines, business publications, outdoor billboards and signs, television, and radio by providing orders for space or time. The media run the copy or video tape provided by the agency at the frequency requested.

Media also work with clients in developing copy and programs, but the majority of employment opportunities on the creative side are with agencies. A few jobs are available with media in sales and production.

Figure 5.6 illustrates the organizational structure of the typical advertising agency. The chart gives some idea about the types of jobs normally available. An agency may produce displays, folders, booklets, catalogs, trade show exhibits, and premium programs for clients in addition to developing copy and programs for various media.





An agency is composed of various technical specialists who are involved in the planning, design, and production of marketing programs. Agencies are usually hired by high-level business executives whose roles are more those of coordinating than of executing.

The agencies make recommendations that the clients approve or disapprove. Few organizations attempt on a regular basis to challenge or greatly modify programs recommended by their agencies, for doing so negates the very reason the experts were hired.

After an advertiser appoints an agency, the goal of the agency is to make the firm's advertising budget allocation produce the desired results. If the agency does not achieve the goal, it is not rehired. This creates a highly charged, volatile, competitive situation characterized by extreme pressure and excitement. Agency personnel need to be persons who can cope with and thrive on this pressure.

Employment opportunities exist in several major areas, or departments, of an ad agency. Within large agencies the seven areas are readily distinguishable, but in smaller agencies many of the functions are consolidated or even farmed out to freelance consultants.

Once you understand the areas or departments and their functions, you will better see how your particular skills may fit into the agency organization.

**Marketing Research.** The market research function conducts surveys designed to provide information for decision-making purposes. Sophisticated research design techniques are employed to obtain accurate up-to-date data from the constituency being surveyed.

The research method may involve mail questionnaires, telephone queries, web-based data, or door-to-door canvassing. Researchers analyze the responses and deliver elaborate reports to management.

**Copywriting.** The copywriter composes stories that hopefully will sell products, services, or ideas. Creativity, style, and content in writing are thus concerns of a copywriter, and people in this department spend much of their time reading, typing, editing, and reviewing copy.

*A strong analytic computer background and organized writing style are key criteria for personnel selection in marketing research.*



**Art and Layout.** Agencies use graphic artists in the design of advertising whose jobs are to enhance the copy and improve the comprehension and recall of the material being presented.

Photographs serve a similar purpose. Agencies usually employ a staff of professional photographers and may call on a cadre of freelance photographers as well.

**Television and Radio.** The television and radio department produces the sound effects, video, audio, sketches, scenes, etc. for commercial messages. Creative designers come up with themes that production experts develop into radio jingles and messages or television spots.

This department hires engineers, writers, announcers, actors, and technically trained telecommunication specialists. Small agencies often contract much of this work to specialty firms or large radio and television stations.

**Print Production.** The planning and ordering of the plates used to produce magazines and newspapers happens in this department. These employees are experts in all phases of hard-copy reproduction processes such as typography, printing, photoengraving, electroplating, and allied crafts.

**Traffic.** The traffic department plans the flow and timing of the various processes of the agency. Work for printing, radio and television, copywriting, art, layout, graphics, etc., must be coordinated in order to meet various production deadlines.

In some large firms this function is similar to a production line in an assembly plant and requires supervisors, technical planners, and expeditors. All of the various components of a job are put together at this point.

**Account Management.** The account executive is the agency person in charge of direct contact with clients and serves as the liaison between the agency and its clients.

The account manager must have knowledge about both the agency's expertise and the client's problems, products, services, and other concerns. Although he or she is not the creative designer, the manager must act in a role involving all aspects of the finished product.

#### **Ad Age Magazine**

**[www.adage.com](http://www.adage.com)**

Jobs in advertising and market research/company research/industry articles and latest news/ad articles/job search tools/classifieds.

**Outlook.** Few agencies actively recruit people for their staffs because so many applicants continually contact them.

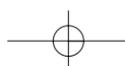
Agencies are in the attractive position of being able to select the very best qualified and talented people to join them.

If you are interested in pursuing employment in one of the departments in an agency, you must begin early on an aggressive approach to the job search process, because there is enormous competition for each opening.

Your starting point is the *Standard Directory of Advertising Agencies*, your telephone directory's yellow pages, and various websites.

The account executive is basically the salesperson who calls on regular and potential customers for the agency.

The number of job openings in advertising is typically very low.



Job requirements depend on the function you see yourself performing. Most employees are specialist-trained in their technical fields via courses and full- and part-time work experience.

It is necessary that you have a portfolio of your work and other credentials with you when you contact agencies. The majority of agencies are located in New York, Los Angeles, and Chicago, but larger metropolitan cities usually have a number of branches and smaller firms.

Levels of responsibility relate to time spent in the advertising business and the level of skill development. Very creative people can earn substantial sums early in their careers and then drop substantially later. Earnings are sometimes cyclical since they are related to performance and productivity.

Agencies tend to have very "flat" organizational structures.

Entry-level earnings tend to be below average due to supply and demand aspects of the employment picture in the industry. As expertise is developed, earnings increase rapidly though. Earnings are directly related at middle levels to contribution to the account being serviced. Substantial earnings are possible.

Upward mobility within an ad agency is not always a prime motivating force for employees, but the type of assignments given, recognition, and financial rewards are regarded as important and thus serve as motivation for them. Most personnel remain loyal to their technical expertise be it writing, research, photography, printing, sales, etc. Of course, people can and do elect to advance to management positions within their areas of expertise.

The advertising field is characterized by large numbers of people wanting to get in and an extremely limited number of openings. There is keen competition for jobs, so agencies simply wait for the most talented people to contact them.

#### Chicago Advertising Federation

[www.chicagoadfed.org](http://www.chicagoadfed.org)

As the oldest and most dynamic advertising organization in all of Chicago, if not the United States, CAF was founded to create growth opportunities for both the businesses and individuals who

make up Chicago advertising. In February, CAF will be hosting its annual Career Day program which is designed for Midwest area college and university students who are interested in finding out more about a career in advertising. Career friendly website.



#### Marketing Research

Some of the very large corporate firms maintain marketing research staffs, usually at the corporate headquarters. Generally, these staffs are quite small and consist of technical experts such as economists, statisticians, computer programmers, psychologists, and sociologists. The role of the department is to prepare analy-



ses of sales and other marketing data available within the firm or collected from external sources.

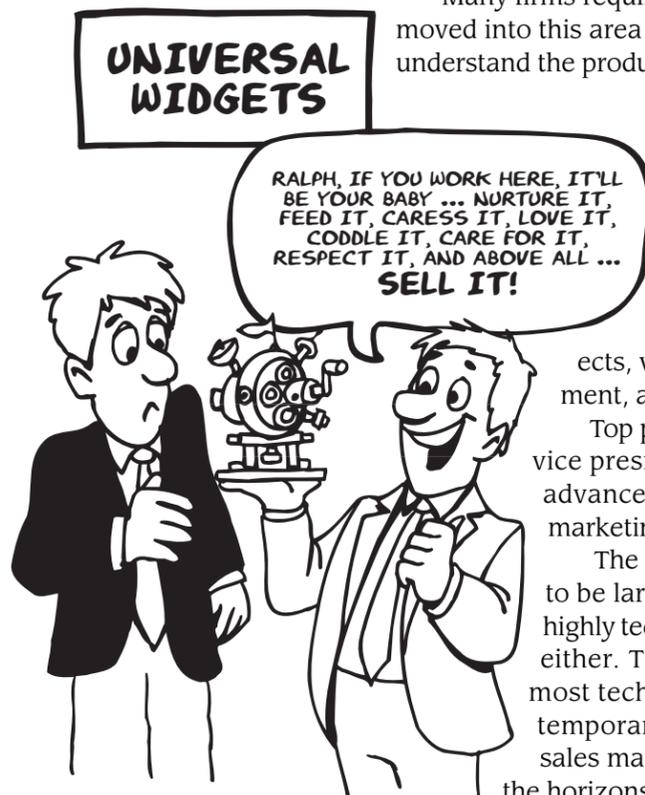
**Duties.** Market researchers collect, analyze, and interpret many kinds of data that may have been generated from questionnaires, general economic data, and/or internal sales records. The reports that market researchers prepare may make recommendations to management on sales forecasts by product line, receptivity to brand names, plant locations, acquisitions, and advertising strategies.

Most employment is with large manufacturing and consumer goods companies, but advertising agencies and independent market research firms also maintain small staffs in marketing research. New York City has the largest number of market research analysts.

**Requirements.** A bachelor's degree in a semi-technical field is the normal basic requirement for employment, but many jobs require advanced degrees.

Market researchers must have exceptionally strong writing skills because much of their work requires preparing lengthy reports to management in decision-requiring situations. Courses in research methodology, statistics, English composition, speech, psychology, and advanced economics are essential.

Many firms require extensive sales experience of employees being moved into this area because sales experience is the best way to truly understand the product and the customers purchasing the product.



**Advancement.** Trainees usually start as market analysts if they have not come up via the sales route. Initial market analysis work involves collecting data from published sources; designing, administering, and coding questionnaires; and summarizing the results.

Later responsibilities include designing projects, writing reports, making presentations to management, and directing the efforts of several subordinates.

Top positions include marketing research director and vice president for marketing. It is usually not possible to advance to top executive status without some sales and marketing management experience with the firm.

The number of people needed in this field is not likely to be large in the next few years, but the number of such highly technically trained personnel is not likely to be great either. The few jobs available will most likely go to the most technically trained people. There will also be some temporary assignments in marketing research made to sales management personnel as firms attempt to broaden the horizons of sales personnel.

## Product Manager

The product manager is the person responsible for coordinating every facet of the product's business including advertising, promotion, sales, pricing, packaging, manufacturing, distribution, budgeting, legal problems, and other concerns. This method of marketing is common primarily in consumer product companies. Some firms use the term *brand management* instead of product management.

**Duties.** The product management concept was pioneered at Procter and Gamble over fifty years ago as a means of focusing marketing attention on one central group of people. This group (usually only three or four people) plans, develops, and directs the marketing efforts for a particular product.

The product group consists of the manager, an assistant, and one or two market analysts. This small group knows more about the product and how to increase consumer acceptance of it than anyone else in the company.

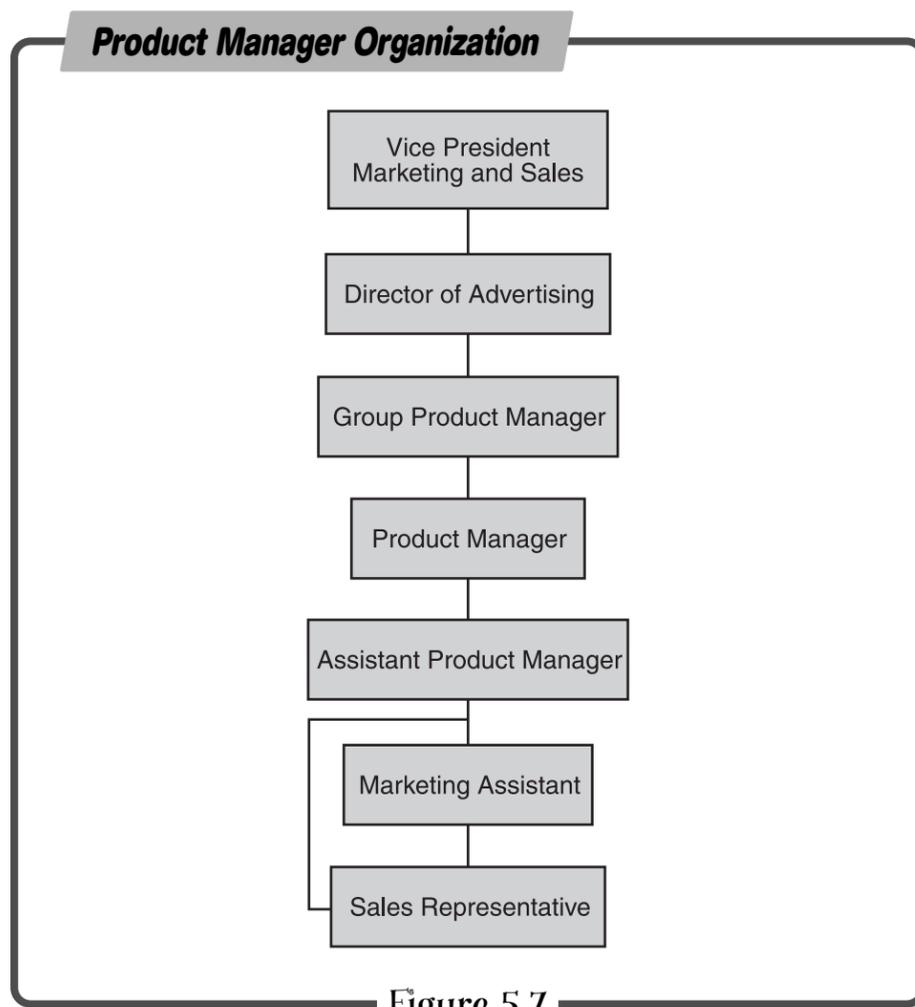
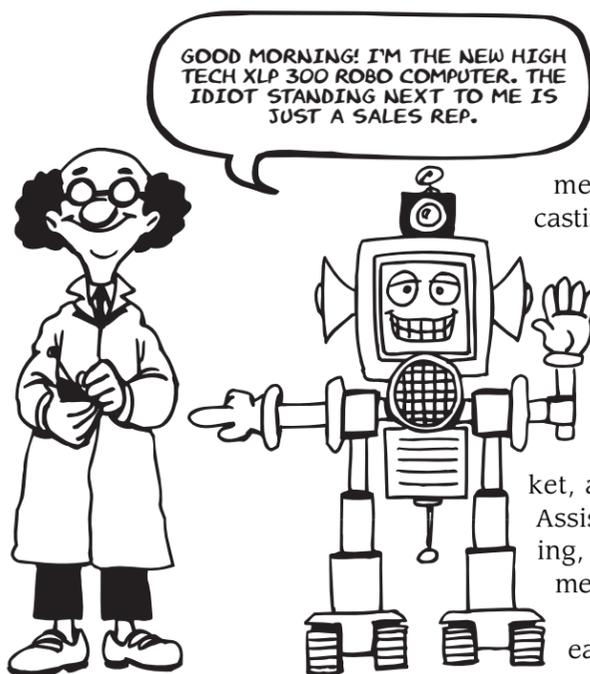


Figure 5.7



The product manager has the responsibility for developing an annual marketing plan, executing the advertising and copy strategy, planning and selecting media, planning sales promotions, coordinating package design, recommending product improvements, sizing packages, and analyzing sales and forecasting sales and profits.

**Organization.** Most products of a given firm are consolidated into groups of three to six similar products. A product management team is assigned to each specific product or brand.

The new assistant product manager might coordinate the budget, track progress of a special test market, and/or write copy for submission to the manager. Assistants work with advertising specialists in copywriting, media, art, and package design, and participate in meetings with agency representatives.

Most assistants spend several hours at their desks each day analyzing reports, processing numerical data, and writing memos consolidating their efforts.

**Advancement.** Before being promoted to assistant product manager, most people in this field have spent some time in sales usually selling a consumer product. The purpose of the sales assignment is to provide a broad understanding of products and how they are merchandised to consumers. After the sales experience comes a promotion to assistant product manager, an assignment usually held for three to five years.

Because the product management organization is a very flat structure, promotions are not frequent, but individuals do rotate from product to product. Promotions to group product manager and advertising manager are possible also. Many product managers later become account executives for advertising agencies.

Many firms do not start people directly in product management. These firms often require their people to have three to five years of sales experience before considering them for product management assignments. Some first use product management as a temporary assignment for three to five years before moving managers back into the line sales force as executives.

Figure 5.7 typifies an organizational structure. Very few companies use this approach, and most of those that do are consumer product firms such as Procter and Gamble, General Mills, General Foods, Pepsi, etc. In recent years firms in technology, pharmaceuticals, and even industrial products have started using the product management concept. Firms in the beer, wine, cigarette, and soft drink industries also use product managers.

**Requirements.** The annual need for people entering this field is very low, probably less than 200 people. There are thousands of fresh college graduates, particularly MBA-degreed people, plus hundreds of people with three to five years of sales experience vying for the limited number of openings.



All openings are at entry level, and they usually require a good working knowledge about marketing and some sales experience in the consumer goods business.

Most firms require an MBA degree in marketing, although that is not yet a universal requirement. There is a strong need for sophisticated writing skills. With the current supply and demand situation, most firms can demand that candidates be in the top 10 percent of their classes.

**American Marketing Association**

**[www.ama.org](http://www.ama.org)**

Largest membership of marketing professionals/student groups/market-place for materials and info/news/articles/jobs in sales and marketing.

